

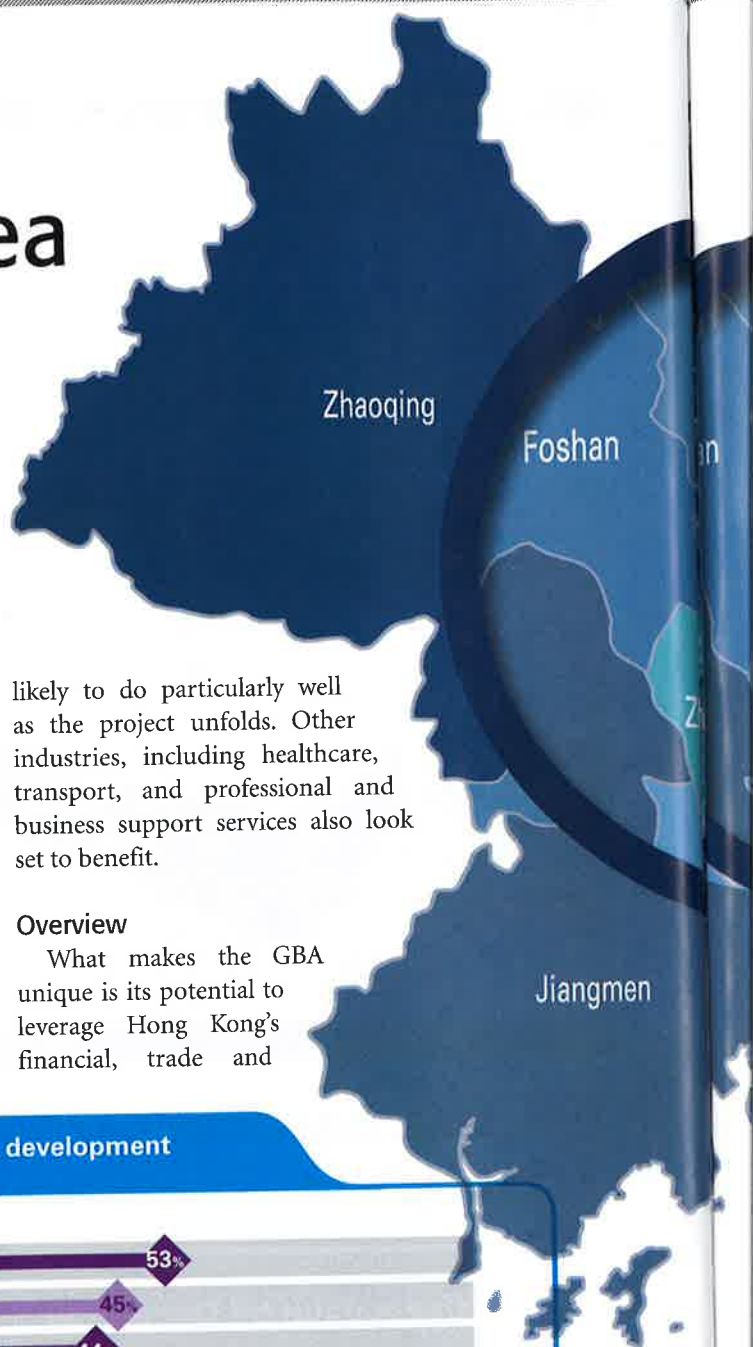
Navigating the Greater Bay Area

Business executives are strongly confident in the GBA development, according to the latest survey conducted by HKGCC, KPMG China and HSBC. Below is an edited extract from the report

More than 700 business executives revealed their strong confidence in the Greater Bay Area (GBA) in the second survey conducted by HKGCC, KPMG China and HSBC. More than three quarters (77%) of respondents say they expect the GBA's economic growth to exceed that of the rest of China over the next three years.

In the 12 months since our inaugural survey, interest in and understanding of the GBA has risen strongly. We have also seen new initiatives introduced by the governments in Guangdong, Hong Kong and Macao to improve the flow of capital, goods and people within the region.

Our survey respondents, who are from companies operating in the GBA, see technology and innovation, trade and logistics, and financial services as the sectors

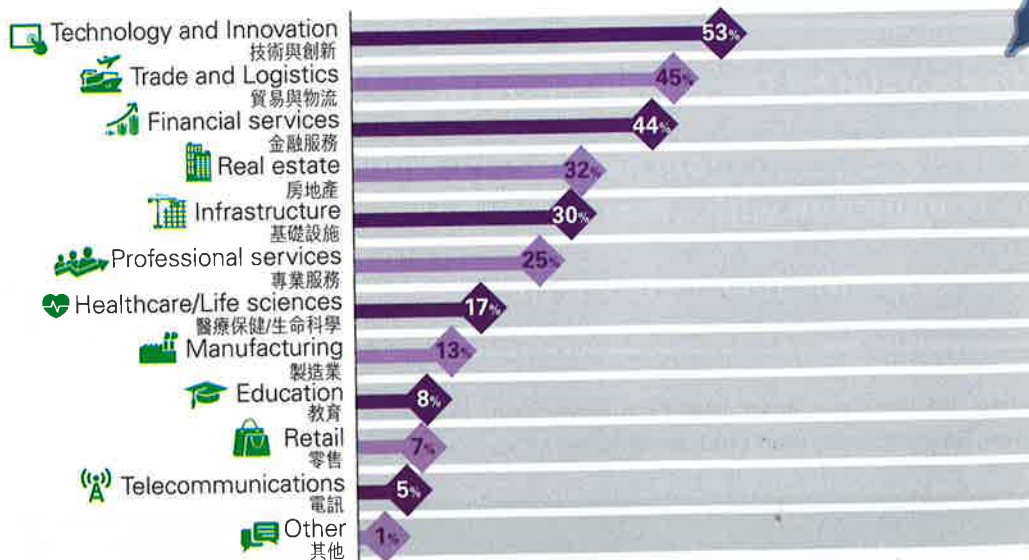


likely to do particularly well as the project unfolds. Other industries, including healthcare, transport, and professional and business support services also look set to benefit.

Overview

What makes the GBA unique is its potential to leverage Hong Kong's financial, trade and

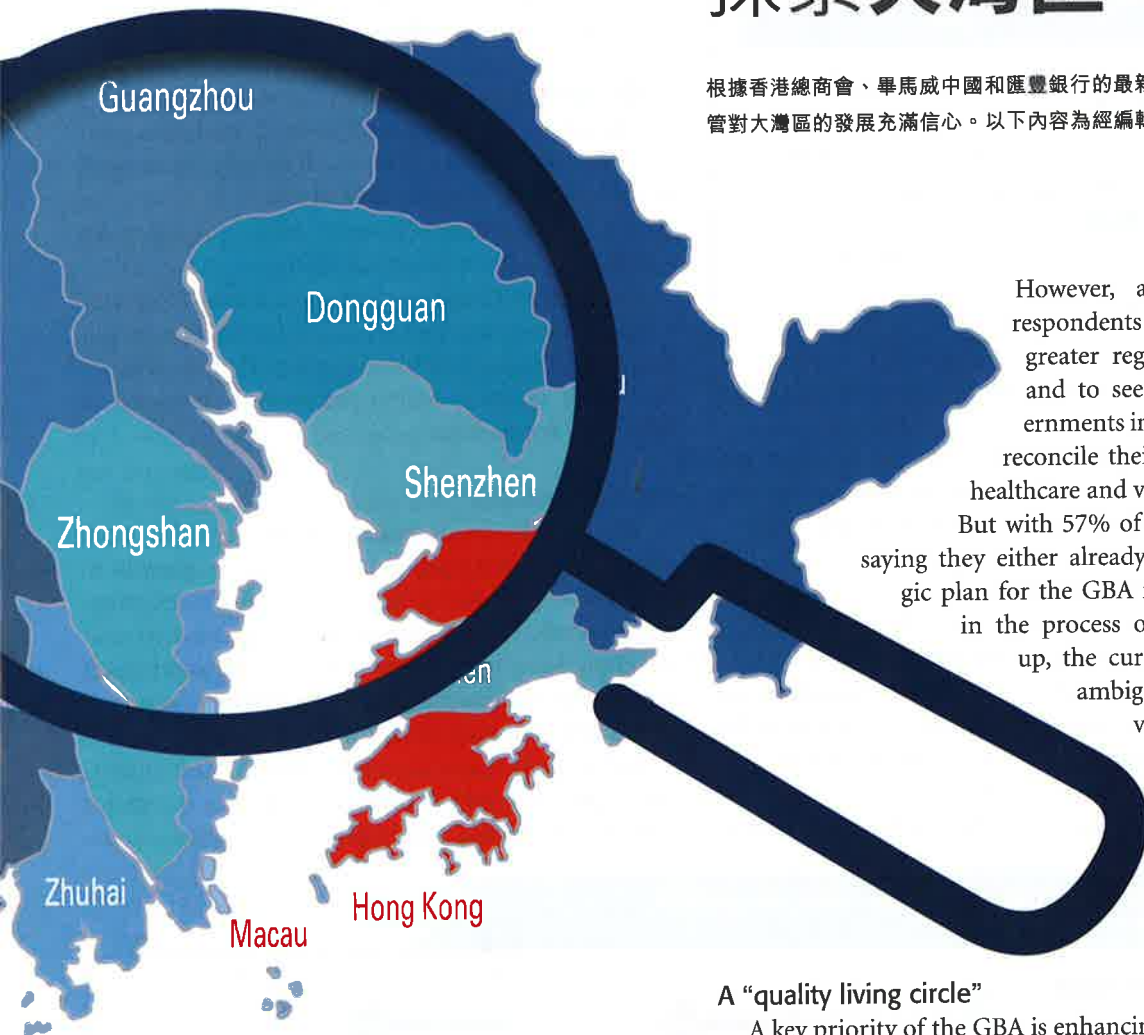
Industries to benefit the most from the GBA's development 從大灣區發展中受益最多的行業



Source: Survey analysis 資料來源: 調查分析

探索大灣區

根據香港總商會、畢馬威中國和匯豐銀行的最新調查，企業高管對大灣區的發展充滿信心。以下內容為經編輯的報告摘要



However, a majority of respondents would like greater regulatory clarity, and to see how the governments in the region can reconcile their different tax, healthcare and visa regimes.

But with 57% of the companies saying they either already have a strategic plan for the GBA in place, or are in the process of drawing one up, the current regulatory ambiguity is not preventing them from preparing to commit themselves to the region.

A “quality living circle”

A key priority of the GBA is enhancing liveability for its citizens, including through the creation of a “quality living circle.” This includes the development of housing, healthcare and education as well as facilities for sports, arts and tourism.

A key step in this direction will be developing more service industries. The GBA remains heavily industrial, with a services sector that accounts for just 60% of its total economy – below the 80% level of the San Francisco, Tokyo and New York bay areas. While governments are expected to take the lead in laying out priorities, high levels of private sector participation will also be called for.

Greater coordination between cities across the GBA could also benefit the environment, another goal outlined in the Framework Agreement for the GBA. For example, real-time traffic data shared between cities could help ease vehicle congestion.

professional services strengths with the manufacturing and innovation capabilities of the other cities to create an equal to the bay areas of San Francisco, New York and Tokyo.

The positive outlook of business executives regarding the initiative generally is mirrored by optimism regarding their own companies. Some 70% of those polled expect that the GBA will contribute to the growth of their businesses over the next three years. Only 2% indicate it will have a negative impact.

On the initiative’s main benefits, 68% of respondents highlighted the potential for increased business opportunities, while 53% flagged its potential for greater synergy through pooling resources. In addition, new transport infrastructure will facilitate cooperation between businesses in Hong Kong and the rest of the GBA.

Top three industries to benefit the most from the GBA's development
從大灣區發展中受益最多的三大行業



Source: Survey analysis 資料來源: 調查分析

The GBA also provides opportunities for smart city development. This could extend to transforming the region into a well-connected “mega smart city.”

Technology and innovation

According to our survey, the GBA's greatest area of potential lies in technology and innovation. About 81% of technology and innovation industry respondents say they believe their business will grow as a result of the GBA's development over the next three years, with 23% expecting growth of more than 10%.

Since the announcement of the GBA initiative, cities

in the region have launched various schemes aimed at encouraging collaboration in technology and innovation. One example is the Hong Kong-Shenzhen Innovation and Technology Park in the Lok Ma Chau Loop, which will be home to around 600 high-tech firms by 2020.

Trade and logistics

The GBA is already one of the world's leading export-manufacturing regions, with a well established network of transport and shipping infrastructure. Even so, companies in the industry foresee further possible gains arising from a more integrated region.

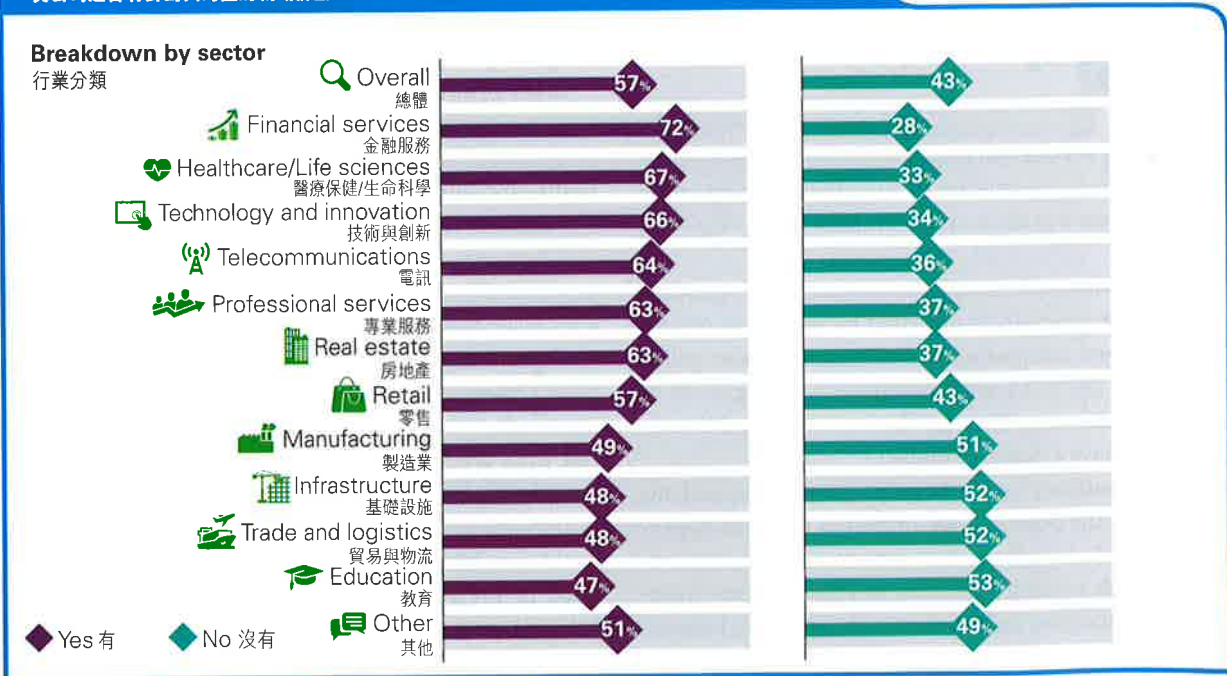
For trade and logistics companies, having integrated customs administration is crucial, with 79% of respondents from the sector viewing it as important for the free movement of goods within the region (compared to 68% of all respondents).

Financial services

The growth of new business across the GBA looks certain to offer ample opportunities for growth in financial services, particularly for companies with cross-border needs. As a leading international financial centre, Hong Kong has a vibrant capital market and serves as a conduit for financing both inbound and outbound investment and trade in the GBA.

Furthermore, Hong Kong's development into a venture capital hub and Shenzhen's status as a centre for start-ups is creating one large venture capital ecosys-

Does your company have a strategic plan for the GBA?
貴公司是否有針對大灣區的戰略計劃?



Source: Survey analysis 資料來源: 調查分析

tem. Of the financial services executives surveyed, 82% expect their business to grow as a result of the GBA's development over the next three years.

The GBA's fintech industry is also expanding rapidly. Shenzhen-based Tencent remains a major innovator, with its WeChat Pay now being used by more than 700 million people, while smaller companies, such as Hong Kong-based WeLab, are offering an ever-increasing range of services.

What does the GBA offer to SMEs?

The development of the GBA is not only about big business. The initiative's focus on tech and innovation is also about fostering a vibrant SME ecosystem that promotes entrepreneurship. So far, policies within Guangdong look to be generating success, with the number of high-tech companies increasing exponentially over the last five years.

However, the survey results indicate that fewer SMEs than larger businesses currently have a GBA strategy. Nurturing an ecosystem to support start-ups should be a priority of policymakers across the region.

Challenges

Despite the significant growth opportunities and ongoing initiatives to further develop the GBA, there are still challenges for businesses. The issue of "policy/regulatory ambiguity, uncertainty and unfamiliarity" was selected by 68% of respondents overall. "Intellectual property infringement" and "foreign exchange volatility" were also cited as significant challenges.

Interestingly, more executives in the technology and innovation sector view the cross-border movement of people (30%) as an issue than the overall respondents (20%).

With 40% of the executives we surveyed citing visa-free travel as a key issue, getting this scheme right is likely to prove important.

Looking forward

Already, some 57% of business executives say their companies either have a GBA strategic plan in place or are in the process of formulating one. Leading the way are financial services firms, with 72%, followed by healthcare/life sciences, and technology and innovation.

Physical connectivity has seen heavy investment in recent years. However, other aspects of integration need further attention. Companies singled out three issues in particular: manpower solutions, legal advisory/services and financing.

Protecting intellectual property will be essential for the long-term growth of an innovation-based economy. One possible way forward would be a greater use of

在香港總商會、畢馬威中國和匯豐銀行進行的第二次調查中，逾700名企業高管表示對大灣區充滿信心。超過四分之三（77%）的受訪者預計未來三年大灣區的經濟增長將超越中國其他地區。

自我們進行首次調查後的一年裡，各界對大灣區的關注和了解都大大地提升。我們還看到廣東、香港和澳門三地政府推出了一系列新措施，以促進區內的資本、商品和人員流通。

我們的調查受訪者來自在大灣區經營的企業。隨著項目展開，他們把技術與創新、貿易與物流和金融服務視為最具發展潛力的行業。其他行業包括醫療保健、運輸、專業及商業支援服務也將從中受益。

概覽

大灣區的獨特之處在於可充分利用香港的金融、貿易和專業服務的優勢，以及其他城市的製造和創新能力，創造出媲美三藩市、紐約和東京灣區的灣區。

企業高管普遍對倡議的積極展望，可見於他們對公司的樂觀態度。約70%的受訪者預計大灣區將在未來三年內促進其業務發展，只有2%表示會產生負面影響。

對於倡議的主要效益，68%的受訪者強調大灣區將帶來更多潛在商機，而53%的受訪者則表示通過匯集資源可實現更大的協同效應。此外，全新的交通基建將促進香港與區內其他城市的商業合作。

然而，大多數受訪者希望提高監管的清晰度，並期望了解區內各地政府如何協調不同的稅收、醫療保健和簽證制度。

不過，仍有57%的公司表示他們已經或正在制訂大灣區的戰略計劃，目前的監管模糊性並未妨礙他們在這地區的布局。

「優質生活圈」

大灣區的一個主要目標是為區內居民提高宜居性，這包括建設「優質生活圈」，涉及住房、醫療保健、教育以至體育、藝術和旅遊等領域的設施開發。

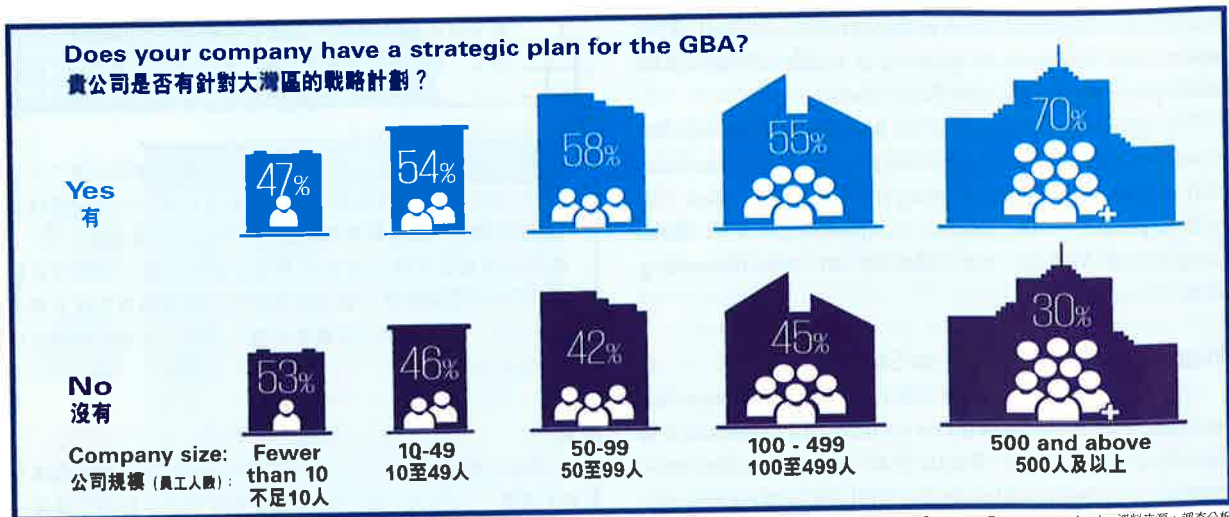
遵循這一方向，發展更多服務行業將成為關鍵的一步。目前，大灣區的工業化程度依然偏高，服務業僅佔其經濟總量的60%，低於三藩市、東京和紐約灣區達80%的水平。雖然各地

arbitration services drawing on Hong Kong's experience in this area.

Tax is another key area of focus. The differences between the tax regimes of Mainland China, Hong Kong and Macao are a challenge for businesses as complying with the different tax rules can significantly increase operating costs.

Governments in the GBA also need to streamline customs and immigration procedures, devise ways of ensuring healthcare coverage is more widely available, and ensure professional qualifications are recognised.

One key challenge noted across all sectors and company sizes is the need for regulatory harmonisation. The business community across the GBA looks forward to greater clarity from regulatory and government authorities in order to turn the opportunities into reality. ❁



政府將牽頭確定優先事項，但也需要私營領域的高度參與。

大灣區各城市之間加強協調也有利於環境保護，這是大灣區《框架協議》提出的另一目標。例如，城市之間共享的即時交通數據可助紓緩交通擠塞。

大灣區還為智慧城市發展提供了機遇。這或進一步把該區轉變為一個互通互聯的「大型智慧城市」。

技術與創新

我們的調查顯示，大灣區最具發展潛力的領域為技術與創新。約81%的科創業受訪者認為，他們的企業將受惠於大灣區未來三年的發展而實現增長，其中23%預計增長率將超過10%。

自大灣區倡議公布以來，區內各市已推出多項計劃，旨在鼓勵科創合作。其中一例是位於落馬洲河套地區的港深創新及科技園，預計該園區將於2020年吸引約600家高科技公司進駐。

貿易與物流

大灣區是全球領先的出口製造地區之一，擁有完善的運輸和航運基建網絡。儘管如此，業界預計區內市場進一步融合，或可帶來更大收益。

對於貿易和物流公司而言，海關管理制度一體化至關重要；該領域79%的受訪者認為這對區內貨物自由流動十分重要（佔所有受訪者的68%）。

金融服務

整個大灣區的商業增長勢必為金融服務提供大量發展機會，尤其是有跨境需求的公司。香港作為領先的國際金融中心，擁有一個充滿活力的資本市場，可為大灣區的境內外投資及貿易提供融資管道。

此外，隨著香港發展成為創投融資中心，加上深圳作為創業中心的地位，一個大型創投融資生態系統正在成形。有82%的金融服務業高管受訪者預計，他們的公司將在未來三年受惠於大灣區的發展而實現增長。

大灣區的金融科技行業也在迅速擴張。總部位於深圳的騰訊仍是重要的創新者，其微信支付現已突破七億用戶，而規模較小的公司如香港的WeLab，正不斷擴展服務。

大灣區能為中小企業帶來甚麼？

大灣區的發展不僅關乎大企業，倡議對技術與創新的重視，同時也在培育一個充滿活力的中小企業生態系統，刺激創業。到目前為止，廣東的政策似乎頗有成效，高科技公司的數量在過去五年呈指數級增長。

然而，調查結果反映，與大企業相比，較少中小企業現時已制定大灣區戰略。培育一個支援初創企業的生態系統，應是區內各地決策者的優先要務。

挑戰

儘管大灣區創造了大量發展機遇，並有持續的政策支持，惟區內企業仍面臨挑戰。整體而言，68%的受訪者認為「政策／監管模糊、不確定、不熟悉」為最大挑戰，其次為「知識產權侵權」和「外匯波動」。

有趣的是，科創行業的高管把人員跨境流動（30%）視為風險的比例比整體受訪者（20%）高。

由於有40%的受訪高管認為免簽證至關重要，可見相關計劃將受到重視。

展望

約57%的高管表示他們的公司已有或正在制訂大灣區戰略計劃。牽頭的是金融服務公司，佔72%，其次為醫療保健／生命科學及科技與創新。

近年，政府對構建互聯互通的基礎設施投入巨大資源。然而，其他方面的融合仍需多加關注。企業特別指出了三個需要優先關注的問題：人力資源解決方案、法律諮詢／服務和融資。

保護知識產權對於創新型經濟的長期發展至關重要。建議可行的方法是多加利用香港在仲裁服務方面的豐富經驗。

稅收是另一重點關注領域。中國內地、香港和澳門稅收制度之間的差異對企業來說是一項挑戰，因為遵守不同的稅收規則或會大大增加營運成本。

大灣區各地政府也得精簡海關和出入境程序，擴大醫療保險的有效範圍，並確保專業資歷在各個城市得到認可。

各行各業、大大小小企業均面對的一大挑戰，就是對監管協調的需求。大灣區內各地的商界都期待監管機構和政府部門能提供更大的政策清晰度，以便讓機會成真。✿

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